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DDA 82-2331

28 SEP 1982

MEMORANDUM FOR: Director of Communications
 Director of Data Processing
 Director of Finance
 Director of Information Services
 Director of Logistics
 Director of Medical Services
 Director of Security
 Director of Training and Education
 Director, Consolidated SAFE Project Office
 Office of Data Processing
 Chief, Building Planning Staff
 Office of Logistics
 Chief, Administrative Group
 Office of Comptroller

FROM: James H. McDonald
 Acting Deputy Director for Administration

SUBJECT: FY 1984 OMB Hearings

1. The Agency's FY 1984 OMB Hearings are scheduled for 28 September through 14 October. Presentations regarding the Directorate of Administration program are scheduled to be held on 12 and 13 October in the Comptroller's conference room, 4E-05. (The hearings on Project SAFE will be held in the same locale on 14 October.)

2. The agenda for the hearings on 12 and 13 October is as follows:

12 October

<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
0930-1045	Directorate Overview (including discussion of Supplemental Support Initiatives)	DDA
1100-1200	Security	D/OS
1315-1415	Training	D/OTE
1430-1500	Personnel	D/OP

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 when separated from attachment.

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<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
1500-1515	Information Services	D/OIS
1530-1600	Medical Services	D/OMS
1600-1630	Finance	D/OF

13 October

<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
0900-1200	Communications (including approximately 90 minutes for the Recapitalization Program)	D/OC
1315-1415	Data Processing	D/ODP
1430-1530	Logistics	D/OL
1530-1630	New Building	C/BPS/OL D/OL
1630-	Wrap Up	DDA

3. There will be one "dry run" session held in the DDA conference room on 8 October, 1000-1200 hours. At this session presenters will be expected to briefly review the prepared outline of their talks and the viewgraphs which they intend to use.

4. The DDA will include a discussion of Supplemental Support resources in his presentation. While the Office Directors will not be expected to address these specific resources in their talks, the Supplemental Support positions and dollars should be included in with their total 1984 resources.

5. As indicated above, the presentations on Project SAFE are scheduled to be held on 14 October, 0900-1100 hours. It is expected that D/CSP0 will provide the initial talk on that day.

6. As occurred last year, Keith Hall, the OMB examiner, and [] 25X1 and [] from the IC Staff will participate in all hearings. We have 25X1 been urged to use viewgraphs in our presentations, and we have been cautioned not to use "wiring diagrams." Most of the presentations should be focused on Ongoing Initiatives, New Initiatives, and changes in the Base program. While you may not need to use all of the time allocated for your presentation, please do not exceed the amount of time outlined above.

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7. Attached herewith is detailed guidance which has been provided to us by the Comptroller. If additional information or guidance is received, it will be passed to your office immediately. We do expect some specific questions from the OMB examiner before the hearings occur--they will be forwarded to you as soon as they are available.

8. If you have any questions or require additional assistance, please contact [redacted] on extensions [redacted]

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[redacted]

James H. McDonald

Attachment

cc: D/OP w/att

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24 September 1982

ICS/OMB Budget Hearings -- 1984 Budget

- I. Hearings will be organized along Directorate and Expenditure Center (Office) lines, with some exceptions. See overall hearing schedule (attachment A). The final day of hearings is organized along target lines. Guidelines and a detailed schedule for those hearings are also attached (attachment B)
- II. Overviews are scheduled for each directorate:
 - A. Some time (about 15 minutes) should be devoted to trends -- general capabilities in important areas, recent changes, successes against major objectives, world changes affecting program requirements.
 - B. The bulk of the time (about 75 percent of the session) should be devoted to discussion of the directorate's initiatives and how they relate to the directorate's overall program. This is a valuable opportunity for the deputy director to emphasize the substantive and relative importance of the initiatives in his directorate. Although some emphasis should be put on resource levels (manpower and dollars), examiners will be more interested in the substantive aspects of the directorate's program in the directorate overview sessions. Also, more detailed information may be expected in the overview sessions on those initiatives which are not to be addressed in the separate sessions.
- III. Sessions on selected expenditure centers (offices or area divisions) and initiatives are scheduled:
 - A. For expenditure centers, examiners will expect some discussion of the Base and how the data were derived (Form CPB 3). Be familiar with activities in the Base, including those added as a result of 1983 initiatives or accommodated in the Base by eliminating previous activities. You may be called upon to explain the "other changes" column.
 - B. Most time should be devoted to the initiatives, including the substantive need for such funding. Be familiar with the CPB forms and how the initiatives have been targeted. Note there is a separate session on targeting and 5 specific targets so that no detailed target discussions should be required in the other sessions. In the past, examiners have also asked for copies of proposed statements if they are obviously being read by the presenters.
 - C. Discussion of ongoing initiatives should include:
 - 1. Objectives of the initiative.
 - 2. Review of the schedule.
 - 3. Thresholds met to date.
 - 4. Changes since last year (resources, objectives, schedule).

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5. Problems, if any.
6. Out-year implications.

D. These hearings will likely need more supporting budget detail than the overview sessions. Be prepared also to address funding and manpower profiles for the out-years.

IV. Written questions/written responses.

- A. We have requested that examiners provide, if possible three days in advance of a hearing, any specific questions or general topics of detailed interest which they wish to have addressed. These will be passed along to directorates as soon as we receive them. Answers can be provided orally at the hearing or, if further complications arise, in writing within three days.
- B. If answers to specific questions at the hearings cannot be provided, we often provide written responses (4 copies please). This year, our examiners have requested that such answers be provided within three days of the hearing. Comptroller staff will keep track of and forward the responses to ICS/OMB.

V. Pre-Hearing Requirements

- A. Four hard copies of each viewgraph.
- B. Four copies of the general outline to be followed by the briefer with an indication of approximate time to be devoted to each major topic.
- C. A list of the Directorate witnesses for each hearing.
- D. This material is to be provided to the Comptroller by COB of the day preceeding the scheduled hearing.

VI. Other Budget Hearing Suggestions

- A. Remember that a successful defense of your program depends at least as much on your ability to communicate to the examiners that you understand what you are doing as it does upon the merits of your program.
- B. Use of viewgraphs is encouraged. However, very busy or detailed viewgraphs are often more confusing than helpful. Avoid organizational charts unless absolutely essential.
- C. Know your program as presented in the published budget. Be familiar with all of the various displays showing your program, e.g. the Directorate overview, the CPB Forms, package descriptions in the target areas, and certain special schedules (R&D, procurements, etc.). Defend the packages within the recommended program. Know where your packages are ranked within the overall CIA request. Know what the resources are used for, why they are necessary, cite productivity trends or accomplishments that show the importance of the program.

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- D. Respond directly and concisely to each question. Do not answer questions that are not asked.
- E. Support the entire CIA program to the extent that you have knowledge of critical elements (ADP, Commo, RD&E, etc.) not within your budget but which are essential to completion of your program mission.
- F. If you don't know an answer to a specific question, don't fudge it. Examiners don't expect you to know every detail about the program and fully expect that some questions should be answered in writing after some detailed review. Ask to be allowed to answer such questions in writing.
- G. Provide written responses and handouts to the Office of the Comptroller prior to providing them to the OMB and ICS examiners. Copies must be provided for Comptroller records.
- H. Limit attendance to those who will be actively involved in the presentation or who may be needed to respond to detailed technical questions.

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FY 1984 BUDGET
ICS/OMB HEARING SCHEDULE

Attachment A

Monday 27 September	Tuesday 28	Wednesday 29	Thursday 30 <u>DDS&T</u> Overview 9:00-11:30	Friday 01 October <u>DDO</u> IMS/ALLSTAR 10:00-11:00 25X1 <u>DDS&T</u> NPIC Upgrade/ IDEX 1:30-3:30
04	05 <div></div>	06 <u>DDS&T</u> FBIS 10:00-12:00 OTS 1:00-2:45 OSO 3:00-5:00	07 (Reserved for National Programs)	08 <u>DDI</u> 25X1 Overview 10:00-12:00 External Analysis 1:15-2:00 Analytic Data Bases CPAS/OCR 2:30-3:30
11 HOLIDAY	12 <u>DDA</u> Overview 9:30-10:45 Security 11:00-12:00 Training 1:15-2:15 PERS/FIN/MS 2:20-3:45 Inf Serv./ODDA	13 <u>DDA</u> Communications 9:00-12:00 Data Processing 1:15-2:15 Logistics 2:30-3:30 New Bldg./DDA Wrapup 3:30-	14 <u>DDI and DDA</u> SAFE and DDI ADP Plan 9:00-11:00 <u>DDO</u> IMS/CRAFT 1:00-2:30	15 Targets and Topics

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Attachment B

Target Hearings

This year, for the first time, our OMB and ICS reviewers have asked for budget hearings on selected target needs. The targets selected for examination include:

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geographic and international issue targets. The Comptroller's Office is asking specific offices (see attached schedule) to be responsible for providing these briefings.

Our reviewers are primarily interested in receiving a substantive briefing that explains how we came to our assessments of capabilities and shortfalls and how the requested new resources will correct existing deficiencies and improve capabilities, and conversely, the consequence of damage if we do not receive them. As the target write-ups in the 15 September Budget Estimates form the common basis of information on targets for the reviewers, briefers should be completely familiar with these capability statements and be prepared to explain and defend the evaluations they contain. The focus is on our qualitative assessments but given our OMB examiner's predilections, there are likely to be some questions about how we came to our determination of resource allocations to targets. (The Comptroller staff will deal with the mechanics [] in the first session of the day.)

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The attached schedule indicates proposed participants and coordinators for each session. It is anticipated that presenters will be Office Directors/DDO Division Chiefs or other senior officials.

Staff from the Analysis Group, Office of the Comptroller, will be in contact with proposed session coordinators to firm up details for these sessions.

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